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## **ULOGA BRODSKOG MENADŽMENTA U POSLOVANJU BRODARSKIH PODUZEĆA**

### ***THE ROLE OF SHIP MANAGEMENT IN BUSINESS ACTIVITIES OF SHIPPING COMPANIES***

#### **SAŽETAK**

*Brodarska poduzeća teško bi mogla opstati bez menadžmenta s obzirom na izazove kojima su izložena poslujući na globalnom tržištu, a koja trebaju upravo menadžment za pravovremeno prilagođavanje okruženju u kojem djeluju. Uspjeh brodarskih poduzeća, danas više nego ikada prije, rezultat je djelotvornog menadžmenta.*

*Dominantan problem modernog menadžmenta postaje upravljanje ljudskim potencijalima, intelektualnim kapitalom i znanjem, odnosno "neopipljivom" imovinom (intangible assets) koja izmiče standardnoj računovodstvenoj i ekonomskoj analizi i bilanci.*

*Jedan od najvažnijih zadataka modernog menadžera je motiviranje suradnika, odnosno inspiriranje drugih, a to često ovisi o njegovoj karizmi i osobnim karakteristikama.*

*Značajna uloga u ostvarivanju postavljenih ciljeva brodarskih poduzeća pripada brodskom menadžmentu.*

*Brodski menadžment (ship management ili menadžment na brodu) je specifičan po svom položaju i značenju u upravljačkom sustavu brodarskih poduzeća te spada u operativnu razinu menadžmenta brodarskog poduzeća. Ako ga promatramo s upravljačke strukture brodarskog poduzeća, najviše vremena utroši na vođenju, tj. koristeći menadžersku funkciju vođenja. Osim toga za ostvarivanje postavljenih operativnih ciljeva, određeni dio vremena utroši koristeći menadžerske funkcije planiranja, kadriranja i kontroliranja.*

#### **SUMMARY**

*Shipping companies could hardly survive without management, given that today they are facing many challenges while doing business in the global market, and management is key to duly adapting to their business environment. The success of shipping companies, today more than ever, is a result of the management's effectiveness.*

*The management of human resources, intellectual capital and knowledge, that is, intangible assets that elude the standard accounting and economic analysis and balance sheet are becoming the dominant issue of the modern management.*

*One of the most important tasks of a modern manager is to motivate its co-workers, that is, to inspire other people, and this often depends on his/her charisma and personal characteristics.*

*Ship management has a significant role when it comes to the achieving objectives set by shipping companies.*

*Ship management (management onboard) is specific in its position and importance in the management system of shipping companies, it falls under the operational level of the shipping company management. Observed from the point of view of the management structure of a shipping company, the majority of time is spent on leadership, that is, on performing the management function of leading. Furthermore, to achieve the set operational objectives, a part of the time has to be spent to perform management functions such as planning, staffing and controlling.*

*Uspješnost brodskog menadžmenta u velikoj mjeri ovisi o uspješnosti procesa menadžmenta na razini broderskog poduzeća, tj. od najvišeg (top) i srednjeg (mid) menadžmenta. Ukoliko oni pravilno koriste navedene funkcije menadžmenta na svojim razinama, tada će i broderski menadžment biti efikasan i uspješan jer je dio tog upravljačkog procesa.*

**Ključne riječi:** brod, menadžment, broderski menadžment, brodersko poduzeće, upravljački proces, projekt

## 1. UVOD

Za razliku od ostalih vrsta “kopnenog” menadžmenta, broderski menadžment je poseban vid menadžmenta, jer se odvija u posebnim broderskim uvjetima pretežno na moru. Ključni aspekt broderskog menadžmentskog procesa je rad s drugima i pomoću drugih, s ograničenim resursima i u promjenljivim okolinama. Time se ostvaruju postavljeni operativni ciljevi u okviru godišnjih planova broderskog poduzeća.

U ovom radu bit će analizirani svi aspekti menadžmentskog procesa sa stanovišta broderskog poduzeća, a nakon toga pristupit će se analizi “broderskog menadžmenta”, tj. njegovoj ulozi u poslovanju broderskog poduzeća.

Broderski menadžment je specifikum o kome se može raspravljati samo kroz menadžment broderskog poduzeća s kojom je neraskidivo vezan. Definirat će se broderski menadžment, pojasniti njegovu ulogu i hijerarhijsku razinu u procesu menadžmenta broderskog poduzeća, te korištenje menadžerskih funkcija u radu.

## 2. ULOGA MENADŽMENTA U POSLOVANJU PODUZEĆA

Živimo u globaliziranom i informatičkom svijetu, brzih i velikih promjena u okruženju koje zahtijeva, kako od pojedinca, poduzeća, tako i od cijelog društva mijenjanje poslovne filozofije i orijentaciju na glavni i matični program (*core business*) uz istodobnu eksternalizaciju (*outsourcing*) nekih drugih aktivnosti, što ima za posljedicu uspostavu mrežnih i virtualnih organizacija, odnosno poduzeća bez granica. U takvom svijetu i menadžment se nalazi pred novim izazovima.

Suvremena poduzeća teško da bi mogla opstati bez menadžmenta jer je danas mnogo izazova kojima su izložena, a koja dolaze iz okruže-

*The success of ship management largely depends on the successfulness of the management process at the level of shipping companies, that is, from the top to mid management. If the stated management functions are used correctly by the companies at all levels, than the ship management will be effective and successful because it is a part of the managing process.*

**Key words:** ship, management, ship management, shipping company, management process, project.

## 1. INTRODUCTION

Ship management is a specific kind of management; different from other types of “land” management, because it takes place under special ship conditions, mostly at sea. The key aspect to the ship management process is working with others and helping others, with limited resources and in a changing environment. In this way operational goals set by the annual plans of shipping companies are achieved.

In this paper all aspects of the management process from the point of view of a shipping company will be analysed, followed by the analysis of “ship management” and its role in business activities of a shipping company.

Ship management is a specific issue that can be discussed only through the shipping company management with which it is closely connected. A definition of ship management will be provided; its role and hierarchy level in the process of shipping company management will be clarified, as well as the use of management functions in this sense.

## 2. THE ROLE OF MANAGEMENT IN COMPANY BUSINESS

We live in a world characterized by globalization and information technology, rapid and substantial changes in the environment that require both from individuals, as well as from companies and the whole society to change their business philosophies and orientation towards their core business while at the same time outsource some other activities. As a result, network and virtual organizations are being established, that is, companies without borders. In such a world managers also face new challenges.

Modern companies could hardly survive without management because there are many

nja. Stalno prilagođavanje takvom dinamičnom okruženju upravo zahtijeva kvalitetan menadžment. Uspjeh poduzeća, danas više nego ikad prije, rezultat je djelotvornog menadžmenta.

Baš kao što ne postoji recept ili neka opća strategija kojom bi se jamčio uspjeh poduzeća, isto tako ne postoji ni recept za djelotvoran menadžment. Kao što su temelji uspjeha svakog poduzeća jedinstveni, tako su isto teorija i praksa menadžmenta, u svakom poduzeću unikatni, jer kada to ne bi bilo tako, kako bismo mogli objasniti različite poslovne rezultate poduzeća koja pripadaju istoj gospodarskoj grani i posluju u istim tržišnim uvjetima [7, 22] ?

Menadžment bi se najjednostavnije mogao definirati kao aktivnost usmjerena na postizanje određenih, unaprijed zacrtanih ciljeva, ali aktivnostima drugih ljudi [8, 10].

Menadžment je, proces usmjeravanja ponašanja drugih prema izvršenju određenih zadataka. Definiranje menadžmenta kao procesa koordiniranja čimbenika proizvodnje, odnosno poslovanja u svrhu postizanja određenih ciljeva, jedna je od najčešćih definicija menadžmenta [3, 16].

Amerikanac Kreitner definira menadžment kao proces rada s drugima i pomoću drugih na ostvarenju organizacijskih ciljeva u promjenjivoj okolini uz efektivnu i efikasnu uporabu ograničenih sredstava [5, 59].

Moderni menadžment naglašava važnost “meke varijable” za razliku od ranijih faza u razvoju menadžmenta koje su se fokusirale na “tvrde varijable”.

“Meka varijabla” podrazumijeva ljude u poduzeću, njihova znanja i sposobnosti te stilove vođenja za razliku od “tvrde varijable” koja podrazumijeva strategije, strukture, veličine, tehnologije, planiranje, kontrole, itd.

Dominantan problem i najvažniji zadatak menadžmenta postaje upravljanje ljudskim potencijalima, intelektualnim kapitalom i znanjem, odnosno “neopipljivom” imovinom (*intangible assets*) koja izmiče standardnoj računovodstvenoj i ekonomskoj analizi i bilanci [8, 91].

### 3. ULOGA MENADŽERA U POSLOVANJU PODUZEĆA

Kao što nema menadžmenta bez menadžera, tako nema ni uspješnog menadžmenta bez kreativnih, sposobnih i talentiranih menadžera.

challenges resulting from the environment that they face today. High quality management is crucial to be able to adapt constantly to such a dynamic environment. The success of companies, today more than ever, is a result of the effectiveness of the management.

Just as there is no recipe or general strategy that could guarantee a company's success, there is no recipe for successful management. Just as the grounds for success of each company are unique, so are the theory and practice of management at each company. How could we otherwise explain so different business results achieved by companies belonging to the same branch of economy that do business under the same market conditions [7, 22] ?

The simplest way to define management is as an activity aimed at achieving specific, pre-set objectives, or at activities of other people [8, 10].

Management is the process of guiding the behaviour of others towards the execution of certain tasks. One of the most common definitions of management is that it is a process of coordinating the factors of production or business with the purpose of achieving certain goals [3, 16].

American Kreitner defines management as – the process of working with and through others to achieve organizational objectives in a changing environment and with the efficient and effective use of limited resources [5, 59].

Modern management emphasizes the importance of “soft variables”, unlike the earlier stages in the development of management when the focus was on “hard variables”.

The soft variable includes people employed at a company, their knowledge and abilities, as well as management styles, unlike the hard variable that includes strategies, structures, sizes, technologies, planning, control etc.

The management of human resources, intellectual capital and knowledge, that is, of intangible assets that elude the standard accounting and economic analysis and balance sheet are becoming the dominant issue and key task of management [8, 91].

### 3. THE ROLE OF MANAGERS IN COMPANY BUSINESS

Just as there is no management without managers, there is also no successful management

Samo oni menadžeri koji imaju izraženu individualnost i inovatorske sposobnosti mogu zadovoljiti izazove okoline koji ih čekaju, ne samo danas, već u još većoj mjeri u budućnosti.

Jedan od najvažnijih zadataka modernog menadžera je motiviranje suradnika, odnosno inspiriranje drugih, a to često ovisi o njegovoj karizmi i njegovim osobnim karakteristikama [4, 6].

Moderni menadžeri, moraju prvenstveno znati motivirati, koordinirati i povezati različite individualnosti, bilo da se nalaze u proizvodnji ili u službama [1,145].

To znači da se moderni menadžer, nakon što je dobio bitku u eksternoj okolini, mora "vratiti" u poduzeće i posvetiti se usklađivanju odnosa među djelatnicima, odnosno otkloniti slabosti interne okoline s ciljem opstanka, rasta i razvoja poduzeća.

Moderni menadžer razlikuje se od klasičnog i po tome što ne stavlja težište na traženje idealne organizacijske strukture poduzeća, već se fokusira na upravljanje u skladu s promjenljivom okolinom i zahtjevima konkurencije.

#### 4. MENADŽMENT BRODARSKIH PODUZEĆA

Moderna broderska poduzeća osnovana su kao društva kapitala, tj. dioničarska društva ili društva s ograničenom odgovornošću [10], a funkcija vlasništva se obično ostvaruje preko skupštine i nadzornog odbora.

Na slici 1. prikazana je upravljačka struktura broderskog poduzeća slobodnog-bulkerskog brodera.

Važno je napomenuti da u današnjem sustavu upravljanja broderskim poduzećem dolazi do potpunog odvajanja funkcija vlasnik – poduzetnik – menadžer – radnik, pa tako nadzorni odbor prepušta kompletno rukovođenje menadžmentu, kao i koordinaciju pojedinačnih funkcija (nižim strukturama menadžmenta) kao što su, menadžment komercijalnih poslova, menadžeri tehničkih poslova, menadžeri knjigovodstveno-financijskih poslova, itd.

Samo navedeni funkcijski poslovi broderskog poduzeća razmatraju se u ovome radu, jer **broderski menadžment** (ship management) s njima najčešće komunicira prilikom obavljanja

without creative, capable and talented managers. Only those managers who have expressed individuality and innovation capabilities can rise to the challenges of the environment awaiting, not only today, but even to a larger extent in the future.

One of the most important tasks of a modern manager is to motivate its co-workers, that is, to inspire other people, and this often depends on his/her charisma and personal characteristics [4, 6].

Modern managers need to primarily know how to motivate, coordinate and interconnect these different individuals, whether they are part of production or services [9,80].

This means that a modern manager, after winning a battle in the external environment, has to "return" to his/her company and focus on harmonizing the relations between employees, that is remove weaknesses of internal environment with the goal of survival, growth and development of the company.

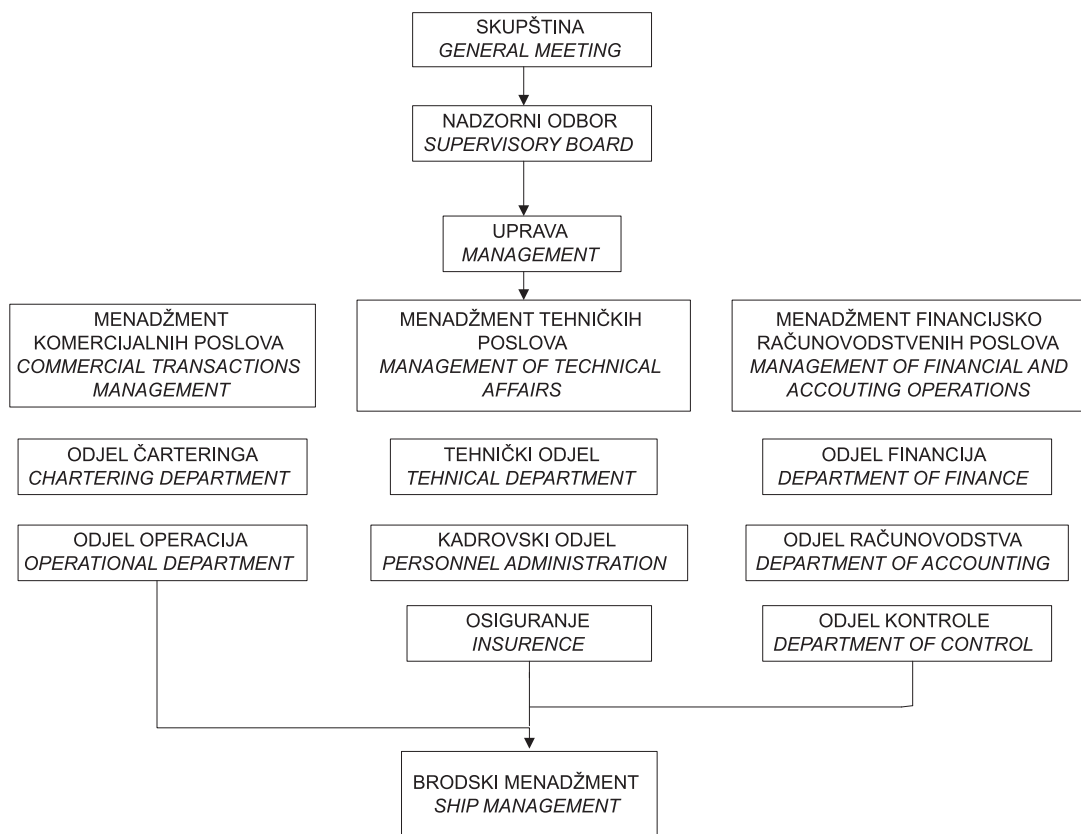
Modern manager varies from the classical also by the fact that he/she does not focus on the search for an ideal company organizational structure, but rather on the management in accordance with a changing environment and conditions set by the competition [1,145].

#### 4. MANAGEMENT OF SHIPPING COMPANIES

Modern shipping companies are founded as corporations, that is, as joint stock companies or limited liability companies [10], while the ownership function is usually achieved through a general meeting or supervisory board.

Image 1 shows the management structure of a shipping company managing a free bulk carrier.

It is important to note that in the current management system of shipping companies, functions owner – entrepreneur – manager – worker are completely separated, meaning that the supervisory board leaves the entire leading process to the management, as well as the coordination of specific functions (to lower management structures). These are the management of commercial transactions, management of technical affairs, management of accounting and financial affairs etc.



Slika 1. Upravljačka struktura broderskog poduzeća  
Image 1 Management structure of a shipping company

poslova i zadataka koji su neposredno povezani s pomorskim prijevozom.

#### 4.1. Menadžment komercijalnih poslova

**Menadžment komercijalnih poslova**, odnosno organizacijska funkcija komercijalnih poslova treba osigurati prihode broderskom poduzeću najčešće putem ostvarivanja prihoda pojedinog broda; organiziranje i upravljanje različitim troškovima vođenja i putovanjima broda.

Prodajna funkcija broderskog poduzeća od posebne je važnosti, s obzirom na to da ovom funkcijom brodersko poduzeće obavlja realizaciju svoje osnovne djelatnosti, prodaju broderskog kapaciteta, tj. prijevoza [6, 87].

Komercijalni poslovi sastoje se od odjela čarteringa i operativnog odjela.

**Odjel čarteringa** – bavi se pretežno poslovima prodaje broderskog prostora i to: čarteriranjem vlastitog broderskog prostora u svjetskim razmjerima; uzimanjem dodatnog prostora i čarteriranje za svoj račun; praćenjem konkurencije čarteringa na svjetskom tržištu; istraživanjem toga

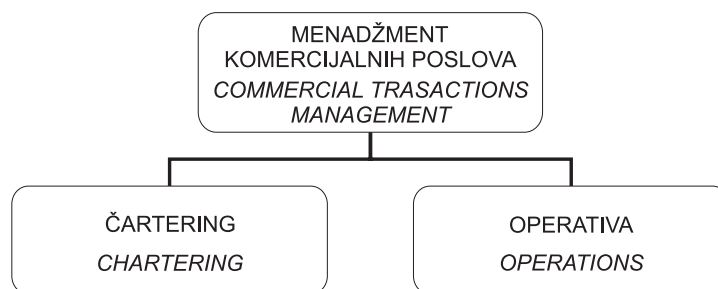
Only the functional operations of a shipping company are discussed in this paper because the ship management most often interacts with these functions while performing duties and tasks that are directly related to maritime transport.

#### 4.1. Management of commercial transactions

**Commercial transactions management** – that is, the organizational function of commercial transactions needs to secure revenues to the shipping company usually through revenues generated by a specific ship; organization and management of various costs of ship management and voyage.

Sales function of the shipping company is of extreme importance, given that this particular function enables the shipping company to conduct its core business, the sale of ship capacities, that is, transport [6, 87].

Commercial transactions include the chartering department and operational department.



**Slika 2.** Upravljačka struktura komercijalnih poslova  
*Image 2* Management structure of commercial transaction

tržišta, pa u skladu s time stvara uvjete za razvoj novih projekata tijesno surađujući s razvojnom funkcijom u brodarskom poduzeću.

Menadžer odjela za čartering treba imati konstantan pregled svih relevantnih kretanja na tržištu. Za dobar dio tih poslova menadžer mora imati stručne kvalifikacije mešetara (brokera) da bi mogao uspješno obavljati vrlo kompleksne i stručne poslove prodajne funkcije u čartering odjelu [6, 157].

**Operativni odjel** – bavi se kontrolom naplate najamnina; izdavanjem računa za štete štiva-dorskih kompanija počinjenih na brodu, te ostalim potraživanjima; komuniciranjem sa zapovjedništvima brodova; izdavanjem instrukcija o čarterima, komuniciranjem s agentima, te njihovom nominacijom; kontrolom troškova; narudžbama bunkera, tj. goriva: MDO – marine diesel oil i IFO – intermediste fuel oil; registracijom brodova i sl.

#### 4.2. Menadžment tehničkih poslova

**Menadžment tehničkih poslova**, odnosno organizacijska funkcija tehničkih poslova u svakom brodarskom poduzeću jedan je od značajnijih organizacijskih dijelova brodarskog poduzeća, jer se bavi složenim **tehničkim pitanjima**, **kadrovskim pitanjima** te **pitanjima osiguranja**.

**Odjel tehničkih poslova** – bavi se opremanjem novogradnji; tehničkom ispravnosti brodova – vrši konzultacije sa strojarima i časnicima na brodu o eventualnim tehničkim problemima; vrši nadzor nad tehničkom dokumentacijom uređaja na brodu i samog pogonskog stroja; bavi se nadzorom nad valjanosti brodskih svjedodžbi; nadzorom nad održavanjem broda u cjelini; obavlja nadzor nad operativnim podacima, nabavkom i kontrolom ulja, maziva i sl.; nadzorom

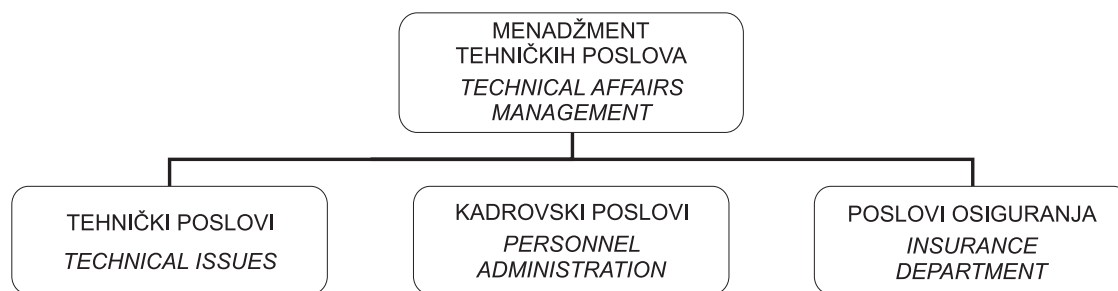
**Chartering department** mainly deals with the sale of shipping capacity and that by: chartering their own shipping capacity worldwide; taking on additional capacities and chartering for its own account; monitoring chartering competition on the global market; the research of the global chartering market, and consequently creating conditions for the development of new projects working closely with the development function of the shipping company. The managers of chartering departments should have constant insight in all relevant market movements. For a large part of the activities, the manager has to have professional qualifications of a broker in order to successfully perform very complex and expert activities relating to the sales function in the chartering department [6, 157].

**Operational department deals with:** control of rent collection; billing for damages caused to stevedoring companies aboard, as well as other claims; communication with the ship command; issuing of instruction on charters, communication with agents, as well as their nomination; cost control; bunker orders (i.e. fuel: MDO – marine diesel oil i IFO – Intermediste fuel oil); ship registration and suchlike.

#### 4.2. Management of technical affairs

**Management of technical affairs** – that is, the organizational function of technical affairs in every shipping company is one of its key organizational parts, since it deals with complex **technical issues**, **personnel administration** as well as **insurance issues**.

**The department of technical issues deals with:** equipping of new ships; technical correctness of ships – conducts consultations with operators and officers aboard concerning any technical



**Slika 3.** Upravljačka struktura tehničkih poslova  
*Image 3* Management structure of technical affairs

nad opremom i rezervnim dijelovima, organiziranjem raznih servisa, dokovanja, prodajom i kupnjom rezervnih dijelova; nadzorom nad rashodom, itd.

**Odjel kadrovskih poslova** – bavi se imenovanjem brodskih menadžera – **zapovjednika** i **upravitelja stroja** te kvartalno od njih traži ocjenu kvalitete posade; analiziranjem kvalitete posade, regrutiranjem, izborom posade, razvojem kadrova; radnim ugovorima, i sl.

U pomorskim zemljama, a danas djelomice i u našoj zemlji, pomorci se zapošljavaju na određeno vrijeme, na temelju standardnih obrazaca priznatih pomorskih asocijacija (ponajviše ITF), dok se administrativno i drugo osoblje na kopnu zapošljava na neodređeno vrijeme.

Dakle, osnovni zadatak kadrovskih poslova je pravovremeno osiguranje dovoljnog broja stručnih i osposobljenih djelatnika za sve poslove pomorsko-prijevoznog procesa brodarskog poduzeća.

**Odjel poslova osiguranja** – bavi se osiguranjem trupa i stroja (*Hull & Machinery*) koje pokriva sve štete na samoj konstrukciji broda; osiguranjem preko P&I klubova (*North of England, Gard – Arrendal*), a osigurava se sve ostalo što ne pokriva Hull and Machinery (posadu, teret); osiguranja koja pokrivaju razne rizike, u sjedištu brodarskog poduzeća.

Jednom do dva puta godišnje zapovjednik i upravitelj stroja dolaze u sjedište brodarskog poduzeća te kratkim konzultacijama usaglašavaju stavove s financijskim menadžerima, inspektorima te pojedinim službama radi što boljih godišnjih postignuća i operativnih ciljeva.

problems; supervises technical documentation of ship equipment and the engine; controls the validity of ship certificates; supervises ship maintenance; supervises operational data, procurement and control of oil, greases and suchlike; supervises equipment and spare parts; organizes various repair and maintenance works, docking, sale and purchase of spare parts; supervises costs etc.

**The department of personnel administration deals with:** appointment of ship managers – **captain and engine officer** and ask them to evaluate the quality of crew on quarterly basis; analysis of the quality of the crew, recruiting, crew selection, crew development; employment contracts, and suchlike

In maritime countries, today also partially in Croatia, seafarers are employed on fixed term, based on standardized forms of recognized maritime association (primarily ITF), while administrative and other personnel on land is employed on indefinite term,

Therefore the main task of the personnel administration is to ensure a sufficient number of professional and qualified workers for all activities of the maritime transport process of the shipping company in a timely manner.

**The Insurance Department deals with:** the hull and machinery insurance that covers the damages to the construction of the ship itself; insurance through P & I clubs (*North of England, Gard – Arrendal*) that covers everything not covered by the hull and machinery insurance (crew, cargo); insurance covering various risk at the seat of the shipping company.

Once to twice a year, the captain and chief engineer visit the seat of the shipping company to hold short consultation during which their

#### 4.3. Menadžment financijsko-računovodstvenih poslova

*Menadžment financijsko-računovodstvenih poslova*, odnosno organizacijska funkcija financijsko-računovodstvenih poslova bavi se **financijskim, računovodstvenim, i kontrolnim** poslovima. Njegov temeljni zadatak je prikupljanje i davanje informacija o pomorsko-prijevoznom procesu iskazanom u novčanom obliku.

*Odjel financijskih poslova bavi se:*

- poslovima financiranja u nacionalnoj valuti i
- deviznim poslovima.

Poslovi financiranja u nacionalnoj valuti obuhvaćaju: blagajničke poslove; bankarske poslove; poslove platnog prometa u zemlji; poslove kreditiranja; praćenje financijskih tokova; praćenje i primjenu propisa vezanih za financiranje u zemlji itd.

Devizni poslovi obuhvaćaju: poslove platnog prometa s inozemstvom (inozemne banke, agenti brodara u inozemstvu itd.); poslove korištenja i otplate inozemnih kredita, poslove plaćanja predstavnika brodara u inozemstvu; poslove likvidiranja putnih naloga pomoraca i drugih računa zaposlenika u inozemstvu; poslove kontrole i likvidacije agentskih računa iz inozemnih luka i sl.

*Odjel računovodstvenih poslova bavi se:* praćenjem prihoda i rashoda na razini poduzeća i njegovih funkcijskih dijelova; izrađuje financijske izvještaje (račun dobiti i gubitka, bilancu, tokove gotovine, izvještaje uz financijski rezultat i sl.); obavljaju obračun plaća, vrši izračun cijene koštanja (troškova prijevoza) i prodajnu cijenu (vozarinu) pomorsko-prijevozne usluge po jedinici prijevoza itd.

positions are harmonized with those of the function managers, inspector and specific services for successful achievement of annual and operation goals.

#### 4.3. Management of financial and accounting affairs

*Management of financial and accounting affairs* – that is, the organization function of financial and accounting affairs is conducted through financial, accounting and control activities. Their basic task is to collect and provide information on the maritime transport process in monetary terms.

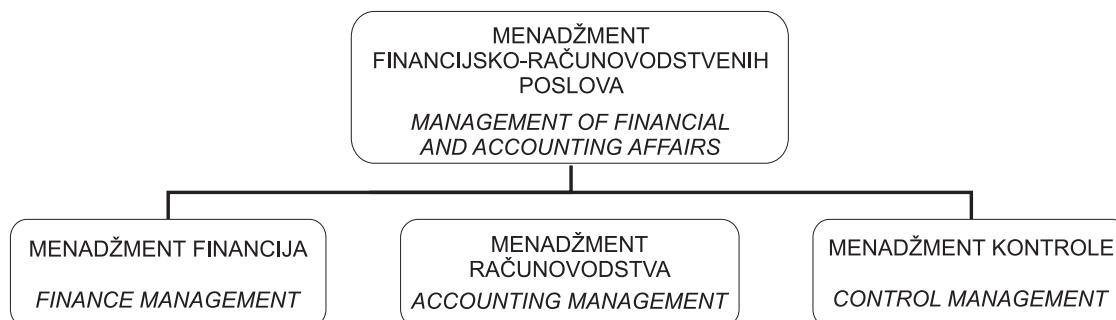
*The Finances Department deals with:*

- financing activities in the national currency and
- foreign currency

Financing activities in the national currency include: treasury operations; banking operations; domestic payment operations; crediting operations; financial flow monitoring; following and implementing the domestic regulations concerning financing etc.

Foreign currency operations include: payment transactions abroad (foreign banks, shipping agents abroad etc.); arrangement and repayments of foreign loans, payment of shipping representatives abroad, settlement of travel expenses of seafarers and other bills of employees aboard, control and settlement of agents' bills from foreign ports and suchlike.

*The Accounting Department deals with:* the monitoring of revenues and expenditure at the company level and its functional parts; compiling financial reports (profit and loss account,



**Slika 4.** Upravljačka struktura financijsko-računovodstvenog odjela  
**Image 4** Management structure of the department of finances and accounting



**Odjel kontrole bavi se:** komparacijom planiranih i ostvarenih rezultata i o tome izvještava nadležni menadžment; postavljanjem standarda; mjerenjem performansi – ostvaruju li se postavljene standardi ili ne, kompariranjem performansi sa standardima, te obavljanjem evaluacije tih performansi i poduzimanjem akcije za rješavanje problema itd.

Kontrola čitavog pomorsko-prijevoznog procesa u novčanom obliku prijeko je potrebna za kontinuirano odvijanje procesa.

## 5. BRODSKI MENADŽMENT

Brodovi su plovne jedinice sa samostalnim pogonom, namijenjene uslugama prijevoza roba, tekućina, plinova i ljudi morem, rijekama i jezerima.

Brod (osim ratnog broda) jest plovni objekt namijenjen za plovidbu morem, čija je duljina veća od 12 metara, a bruto tonaža veća od 15 tona, ili je ovlašten prevoziti više od 12 putnika. Brod može biti putnički, teretni, tehnički plovni objekt, ribarski, javni ili znanstvenoistraživački [11, 5].

Brodski menadžment je specifičan po svom položaju i značenju u upravljačkom sustavu brodarskih poduzeća, spada u operativnu razinu menadžmenta brodskog poduzeća (ili tzv. "low menadžment").

Brodске djelatnosti [12, 5] mogu se obavljati na upravljačkoj, radnoj i pomoćnoj razini odgovornosti [12, 6].

Upravljačka razina odgovornosti povezuje se uz zvanje zapovjednika broda, prvog časnika palube, upravitelja stroja i drugog časnika stroja, odnosno uz upravljanje svim ili pojedinim točno utvrđenim djelatnostima na brodu.

Temeljne profitne jedinice brodarskih poduzeća su brodovi. Njihova upravljačka i organizacijska struktura razlikuje se od kopnene, tj. od matičnog poduzeća. Na tako specifičnoj jedinici kao što je brod, samo mehanicističko-funkcijska organizacijska struktura se primjenjuje. Na slici 5. prikazana je brodska upravljačka struktura.

**Brodsku upravljačku strukturu** sačinjavaju:

**paluba:**

- **zapovjednik** – generalni (top) menadžer na brodu i direktni zastupnik broдача, osoba koja zapovijeda brodom.

balance sheet, cash flow, reports on financial results and suchlike); payroll, calculation of costs (transport costs) and sale price (freight) of maritime transport service per transport unit etc.

**Control Department deals with:** the comparison of planned and achieved results and informs the relevant management thereon, the establishment of standards; performance measurement – whether the established standards are achieved or not, comparison of performance with standards, evaluation of performances and implementation of measures to solve the problems etc.

The control of the entire maritime transport process in monetary terms is crucial to secure the continuity of the process.

## 5. SHIP MANAGEMENT

Ships are self-propelling waterborne units, intended for the transport of goods, liquids, gases and people by sea, rivers and lakes.

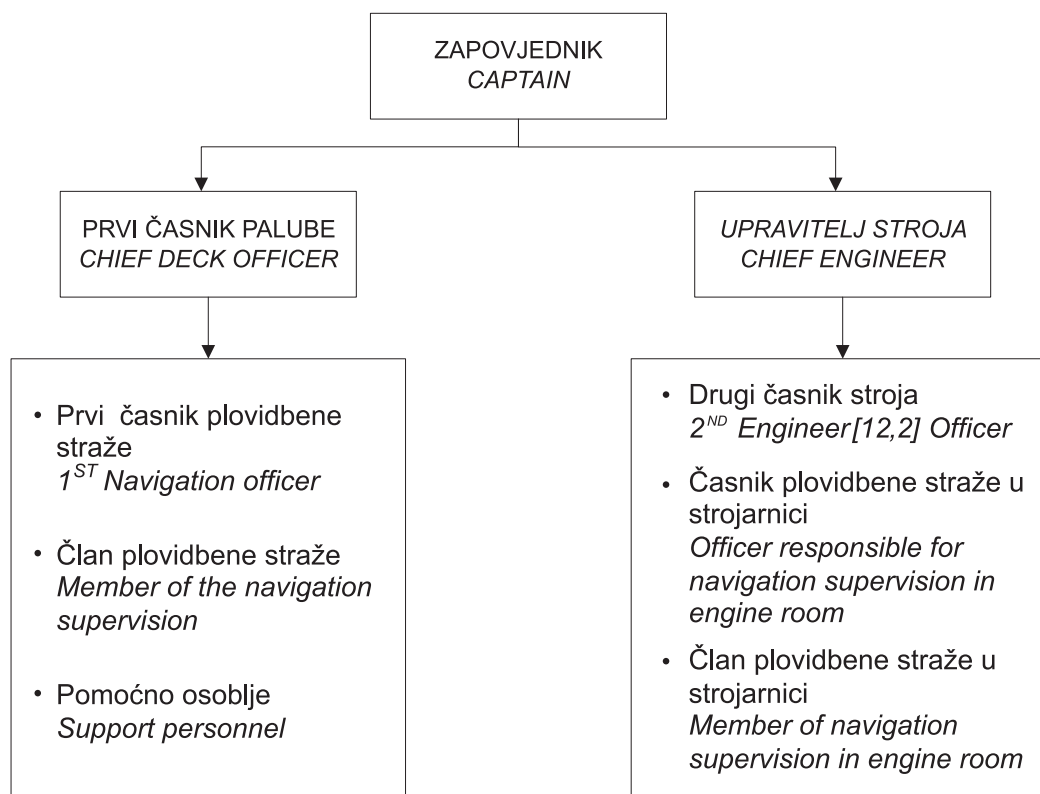
A ship, with the exception of the warship, is any waterborne craft intended for seagoing navigation, exceeding 12 m in length and a gross tonnage of 15 tons, or authorized to carry more than 12 passengers. There are passengers' ships, cargo ships, technical waterborne crafts, fishing vessels, public service ships and research vessels [11, 5].

Ship management is specific in its position and importance in the management system of shipping companies; it falls under the operational level of the shipping company management (so called low management).

Shipping activities [12, 5] can be performed at management, working and auxiliary level of responsibility [12, 6].

The management responsibility level is linked to the rank of the ship captain, chief mate, chief engineer and second engineer that it, to the management of all or particular, defined activities aboard.

The basic profit-making units of shipping companies are ships. Their management and organizational structure differs from the land structure that is the structure of their home company. On such a specific unit as a ship, only mechanistic and functional organizational structure can be implemented. Image 5 shows ship management structure.



Slika 5. Brodska upravljačka struktura  
Image 5 Ship management structure

- **prvi časnik palube** – menadžer srednje (taktičke) razine, direktno odgovoran zapovjedniku. Glavna i odgovorna osoba po pitanju ukrcaja i iskrcaja tereta te poslova održavanja. Prvi zamjenik zapovjednika nadređen je mlađim časnicima te cjelokupnoj posadi palube (vodi palube, kormilarima, mornarima i kadetima). Preuzima dužnost zapovijedanja brodom, u slučaju da zapovjednik tu dužnost ne može obavljati.

Također je nadređen pomoćnom osoblju (tzv. bijelom osoblju), kuharima i konobarima, koji su zaduženi za prehranu te čistoću i higijenu smještajnih prostorija posade.

**stroj:**

- **upravitelj stroja** – menadžer srednje (taktičke) razine, direktno odgovoran zapovjedniku. Glavna i odgovorna osoba za funkcioniranje glavnog i pomoćnih strojeva te za održavanje cjelokupne električne opreme na brodu. Nadređen je mlađim časnicima te ostatku strojnog osoblja (električarima, mehaničarima, mazačima, čistačima, asistentima stroja).

*Ship management structure* – consists of:

**deck:**

- **captain** – chief (top) manager on the ship and direct representative of the shipping company, person in charge of the ship.
- **chief deck officer** – manager of middle (tactical level), directly responsible to the captain. The person responsible in terms of cargo operations, as well as maintenance. The chief deck officer is the first deputy captain, senior to other officers and the entire deck crew (bosun, steersmen, sailors and cadets). The chief deck officer takes over the command of the ship in case the captain cannot perform this duty.

He is also senior to the support personnel (the so called white personnel), cooks and waiters, who are in charge of meals, cleaning and hygiene maintenance of the crew's living quarters.

- **drugi časnik stroja** – menadžer srednje (taktičke) razine, prvi do upravitelja stroja, koji preuzima dužnost upravitelja u slučaju da tu dužnost upravitelj stroja ne može obavljati. Odgovorna je osoba za održavanje brodskih uređaja i opreme na brodu.

**Menadžerska piramida na brodu** sastoji se od:

- **zapovjednika** – predstavlja top menadžera broda, tj. **najvišu razinu upravljanja** unutar broskog menadžmenta. Odobrava vrstu i količinu tereta koju se može ukrcati te put koji se mora prijeći.
- **prvog časnika palube, upravitelja stroja, drugog časnika stroja** – predstavljaju **srednju razinu upravljanja** unutar broskog menadžmenta. Planira, organizira i kontrolira predstojeća putovanja, tj. na koji način teret složiti i kako njime rukovati, koliko goriva i maziva uzeti za obaviti sljedeća putovanja te jesu li generatori za proizvodnju vode sposobni podnijeti cjelokupno vrijeme plovidbe itd.
- **časnik plovidbene straže, časnik plovidbene straže u strojarnici, član plovidbene straže i član plovidbene straže u strojarnici** – predstavljaju **operativnu razinu**, koja se ponegdje naziva i egzekutivna razina ili baza, ima ulogu sprovesti plan u djelo, npr. pripremiti skladišta ili tankove (očistiti ih od prethodno prevožene i spriječiti kontaminaciju sljedeće robe) za nesmetan ucrkaj tereta. Također i u toj (low) bazi piramide postoji menadžer (vođa palube) koji određuje na koji način, skupa s izvršiteljima ispunjavati zadaće dobivene od “mid” menadžera.

Iz navedenog se uočava da brodski menadžment najviše vremena utroši na funkciji vođenja, ako ga promatramo s upravljačke strukture brodarskog poduzeća, jer prevozeći terete ostvaruje planirane operativne ciljeve brodarskog poduzeća. Osim toga za ostvarivanje postavljenih operativnih ciljeva, određeni dio vremena utroši koristeći funkcije planiranja, kadriranja i kontroliranja brodskih procesa.

**Brodski organizacijska struktura** – sastoji se od dva glavna i jednog pomoćnog organizacijskog dijela. Glavni organizacijski dijelovi su poslovi palube i poslovi stroja (pogona), a pomoćni organizacijski poslovi su poslovi skrbi za osoblje.

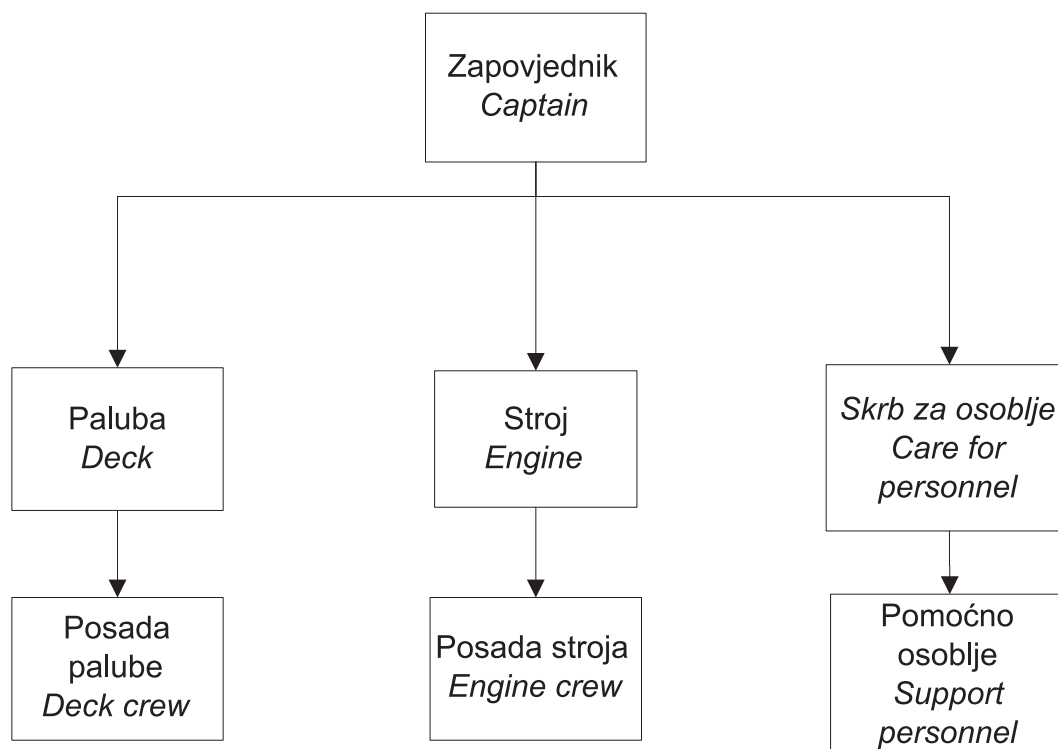
**engine:**

- **chief engineer** – manager of middle (tactical level), directly responsible to the captain. The person responsible for functioning of the main and auxiliary machinery, as well as for the maintenance of all engineering equipment aboard. He is senior to all junior officers, as well as to the rest of the engineer personnel (electrician, mechanic, oilers, cleaners, engine assistants).
- **second engineer** – manager of the middle (tactical level), first in line after the chief engineer, takes over the management duties in case the chief engineer cannot perform his duty. The person responsible for maintaining ship machinery and equipment onboard.

**The management pyramid onboard consist of:**

- **captain** is the top ship manager, that is, he represent the **top management level** within the ship management. He grants the type and quantity of cargo that can be loaded and the route of the ship.
- **chief deck officer, chief engineer, second engineer** represent the **middle management level** within the ship management. plans, organizes and controls the forthcoming voyages, that is, in which way the cargo should be arranged and handled, how much fuel and grease is needed for the forthcoming voyages, and whether the water generators are capable of enduring the entire voyage etc.
- **navigation supervision officer, navigation supervision officer in the engine room, a member of the navigation supervision and member of navigation supervision in the engine room** represent the **operational level**, sometimes called the executional level or the base whose role it is to put the plan into action, for example to prepare storage room or tanks (clean them after transports and prevent contamination of goods) for undisturbed loading. Furthermore, in this (low) pyramid base there is a manager (bosun) who determines in which way the tasks assigned by the mid manager will be accomplished.

The above mentioned indicates that the ship management spends the most time on performing the leading function, if observed from the point of view of the management structure of



Slika 6. Brodska organizacijska struktura  
Image 6 Ship organizational structure

**Posada palube** – glavne aktivnosti djelatnika palube su briga oko ukrcaja i iskrcaja tereta te održavanje dijelova broda izloženih meteorološkim djelovanjima i djelovanju mora.

**Posada stroja** – glavne aktivnosti djelatnika stroja su briga i održavanje glavnog pogonskog stroja, generatora te svih ostalih mehanički pokretnih dijelova na brodu od 0-24 sata.

**Pomoćno osoblje** – glavne aktivnosti pomoćnog osoblja su priprema hrane za posadu te održavanje higijene u samom životnom prostoru posade (engl. living quarter). Jednom riječju brinu se o održavanju kvalitetnog standarda života na brodu.

**Komunikacija** s broda i na brod odvija se isključivo u brodskom top menadžmentu, tj. sve poruke (telefonom, telefaksom, teleksom i e-mailom) dolaze na brod naslovljene na zapovjednika, bez obzira kome su namijenjene, a isto tako s broda odlaze u ime zapovjednika. Najčešće su komunikacije e-mailom i to s kompanijom kojoj brod pripada, tekućim čartererom, te kadrovskom službom, ako ista nije vođena od strane brodarskog poduzeća, već od nekog drugog poduzeća koje je nominirano od brodarara i koje se bavi isključivo kadrovskim pitanjima. Zatim postoje i komunikacije s opskrb-

the shipping company, because it achieves its operational goals by transporting cargo. Furthermore, to achieve the set operational objectives, a part of the time has to be spent on the functions of planning, staffing and controlling of ship processes.

**Ship organization** structure – consists of two main and one support organization unit. The main organizational units are the activities of the deck and the engine room, while the support activities are the activities connected to the personnel care.

**Deck crew** – the main activities of the workers on the deck are to take care of cargo operations, as well as to maintain ship parts exposed to the weather and the sea.

**Engine crew** – the main activities of the workers in the engine department are care and maintenance of the engine, generators, as well as of all other mechanical moving parts of the vessel 24 hours a day.

**Support personnel** – the main activities of the support personnel are preparing meals for the crew and maintenance of hygiene in the living quarters of the crew. To sum up, its main concern is to maintain the standard of living aboard at a high level.

ljiivačima, agentima te ostalim stranama zainteresiranima za tekuće poslovanje broda.

Glavna značajka komunikacije na samom brodu je subordinacija uz istodobnu, po potrebi, konzultaciju s podređenima.

**Kadrovsko pitanje** je posebno značajno u brodskom poslovanju. Za kadrove su zadužene posebne službe na kopnu, u sastavu samog brodarara ili posebna poduzeća čiji je to glavni posao. Zbog specifičnih uvjeta rada i života, ljudstvo se izmjenjuje po već utvrđenom redoslijedu (ugovori od 3, 6 ili 9 mjeseci), a za praćenje kadrova na brodu, zaduženi su menadžeri srednje razine – prvi časnik palube i upravitelj stroja, svaki u svojoj domeni i okruženju (paluba, katering, stroj). Kvartalno ili prilikom smjene posade brodararu se šalju izvještaji o kvaliteti kadrova na brodu i po potrebi se mijenjaju čak i prije isteka ugovora.

Na kraju ovoga poglavlja navode se neke specifične karakteristike koje se primjenjuju prilikom upravljanja brodom, a vezane su na prije navedenu mehanicističko-funkcijsku upravljačku strukturu i to:

Na vrhu je zapovjednik kao **vrhovna vlast** na brodu, te ujedno i **predstavnik brodarara**, usmjeren na vanjske predstavnike.

Na samom brodu prisutan je **autoritativni** model vodstva. Već samim time što je dobro poznat i uhodan svaki aspekt posla, nema mjesta bilo kakvoj demokratskoj strukturi upravljanja, već se sve svodi na **naredbu i izvršenje**.

- *Ovlasti i odgovornost* – centralizirane
- *Pravila i procedure* – znani i mnogobrojni
- *Koordinacija* – formalna
- *Timovi i radne grupe* – malobrojni (svega dvije – tri)
- *Raspon kontrole* – uzak (ovisi o jedinicama – paluba, stroj, katering ...).

## 6. BRODSKI MENADŽER

Budući da djeluje u specifičnom internom okruženju – brodu pretežno na moru, s ograničenim resursima, jedan od najvažnijih zadataka modernog brodskog menadžera je dobro poznavanje poslovnih brodskih procesa te menadžerskih brodskih procesa. Poznavanje navedenih procesa omogućavaju mu kvalitetno

**Exclusively the ship top management** participates in the ship's **communication**, that is, all messages (by phone, telefax, telex and email) come addressed to the captain, regardless of their end recipient, and in the same manner they leave the ship in the name of the captain. The most common type of communication is by email, between the ship and the ownership company, current charter and human resources, if they are not managed by the shipping company, but by another company appointed by the shipping company to handle exclusively personnel administration. Furthermore, communication with the suppliers, agents, as well as other parties interested in the current business activities of the ship takes place as well.

The main characteristic of communication onboard the ship is at the same time subordination and consultation with one's junior crew member.

**Personnel administration** is of high importance in the ship activities. Special services on land are in charge of personnel administration, which are either a part of the shipping company or separate companies that deal with this as their core business. Due to specific working and living conditions, the personnel is alternates in accordance to a preset schedule (contract in duration of 3, 6 or 9 month), and middle rank managers are in charge of monitoring personnel onboard – chief officer and chief engineer, each in its own domain and department (deck, catering, engine). Quarterly or upon crew shift, reports on the quality of the personnel onboard are sent to the shipping company, and if necessary, personnel are substituted even before the expiry of the contract.

At the end of this chapter some special characteristics are listed that are necessary to manage a ship, connected to the aforementioned mechanistic-functional management structure:

The captain is at the top as the **supreme authority** onboard, at the same time as **the representative of the shipping company**, focused on external representatives.

**Authoritative** leadership model is the one present onboard. Solely by the fact that each aspect of work is well-known and established, there is no room for any sort of democratic leadership structure, rather it all comes down to **command and execution**.

motiviranje svojih suradnika, a to često ovisi i o njegovim osobnim karakteristikama.

U brodske menadžere ubrajaju se:

- zapovjednik broda
- prvi, časnik palube
- časnik plovidbene straže
- upravitelj stroja
- drugi časnik stroja
- časnik plovidbene straže u strojarnici.

Da bi postao brodski menadžer operativne razine potrebno je da:

- Zapovjednik broda, prvi časnik palube i časnik plovidbene straže moraju biti osposobljeni za: plovidbu, rukovanje i slaganje tereta te upravljanje poslovima na brodu i skrb za osobe na brodu.
- Upravitelj stroja, drugi časnik stroja i časnik plovidbene straže moraju biti osposobljeni za: brodsko strojarstvo, elektrotehniku, elektroniku i tehniku, održavanje i popravke, te upravljanje poslovima na brodu i skrb za osobe na brodu.

Navedeni menadžeri stručnu i radnu osposobljenost dokazuju i to:

- Završenim preddiplomskim studijem nautičkog ili brodstrojarskog smjera u trajanju od tri godine u kojima su obuhvaćeni najmanje sadržaji sukladno programu A-II/2 STCW pravilnika; ili
- Položenim ispitima prve dvije godine prediplomskog sveučilišnog studija nautičkog ili brodstrojarskog smjera u kojima su obuhvaćeni najmanje sadržaji sukladno programu A-II/2 STCW pravilnika, te dodatni propisani uvjeti [12].

Radnim iskustvom:

- Zapovjednik broda mora imati najmanje 36 mjeseci plovidbene službe u svojstvu časnika plovidbene straže na brodovima od 3 000 BT ili većim;
- Prvi časnik palube mora imati najmanje 12 mjeseci plovidbene službe u svojstvu časnika plovidbene straže na brodovima od 3 000 BT ili većim;
- Upravitelj stroja mora imati najmanje 12 mjeseci plovidbene službe nakon stjecanja

- *Authorities and responsibilities* – centralized
- *Rules and procedures* – well-known and numerous
- *Coordination* – formal
- *Teams and working groups* – few (only two – three)
- *Control span* – narrow (depends on units – deck, engine, catering...)

## 6. SHIP MANAGER

Since he/she operates in specific internal environment – on ships mostly at sea, with limited resources, one of the key tasks of the modern ship manager is to be well acquainted with ship processes and ship management processes. Knowledge of these procedures enables the manager to motivate its co-workers in a high-quality manner, which often depend on his/her personal characteristics.

The ship managers are:

- captain,
- chief deck officer,
- navigation supervision officer,
- chief engineer,
- second engineer,
- navigation supervision officer in engine room,

The following is necessary to become the ship manager:

- Captain, chief deck officer and navigation supervision officer need to be trained to perform the following activities: navigation, handling and stowage of cargo, as well as management of task onboard and care of ship crew.
- Chief engineer, second engineer and navigation supervision officer in engine room need to be trained to perform the following activities: marine engineering, electrical engineering, electronics and technology, as well as manage tasks onboard and care of crew, maintenance and repair.

The named managers certify their qualification and training as follows:

- by an undergraduate degree in nautical or maritime engineering program in the du-

svjedodžbe iz članka 32. citiranog *Pravilnika* najmanje u svojstvu časnika stroja odgovornog za stražu u strojarnici na brodovima sa strojem porivne snage od 3 000 kW ili jačim;

- Drugi časnik stroja mora imati najmanje 12 mjeseci plovidbene službe u svojstvu časnika stroja odgovornog za stražu u strojarnici na brodovima sa strojem porivne snage od 3 000 kW ili jačim.

## 7. ZAKLJUČAK

U radu je definiran brodski menadžment, specifičan po svom položaju i značaju, koji spada u operativnu razinu brodarskog menadžmenta poduzeća.

Brodski menadžment tijekom ostvarivanja operativnih ciljeva brodarskog poduzeća od navedenih funkcija menadžmenta koji se koriste u procesu menadžmenta, u svom radu najviše koristi funkciju vođenja što je u skladu s teoretskim pretpostavkama i praktičkim iskustvima. Osim navedene funkcije, u svom radu u nešto manjoj mjeri koristi i funkcije kadriranja i kontroliranja.

Uspješnost brodskog menadžmenta u velikoj mjeri ovisi o uspješnosti procesa menadžmenta na razini brodarskog poduzeća, tj. od najvišeg (top) i srednjeg (mid) menadžmenta. Ako oni pravilno koriste navedene funkcije menadžmenta na svojim razinama, tada će i brodski menadžment biti efikasan i uspješan jer je dio tog upravljačkog procesa.

ration of three years, minimally including content in accordance to the program of the A-II/2 STWC convention, or

- by exams passed in the first two years of the undergraduate study in nautical or ship engineering program, minimally including the content in accordance with the program of A-II/2 STWC convention, as well as additional prescribed conditions [12]

Work experience:

- captain must have at least 36 months of navigation service as a navigation officer on ships of 3000 gross tonnage or more,
- captain must have at least 12 months of navigation service as a navigation officer on ship of 3000 gross tonnage or more,
- chief engineer must have at least 12 months of navigation service after acquiring certificate under Article 32 of the quoted *Ordinance* at least as an engineer in charge of engine room watch on ships of 3000 kW or stronger,
- chief engineer must have at least 12 month of navigation service as an engineer in charge of engine room watch on ships of 3000 kW or stronger,

## 7. CONCLUSION

This paper defines ship management as specific in its position and significance, and as belonging to the operational level (the so called low management) of the management of shipping companies.

To achieve operational goals set by the shipping companies, out of the mentioned management functions used in the management process, the ship management mostly uses the function of leading, which complies with the theoretical assumptions and practical experience. Besides the function stated, it also uses, to a lesser degree, the functions of staffing and controlling.

The success of ship management largely depends on the successfulness of the management process at the level of shipping companies, that is, from the top to mid management. If the stated management functions are used correctly by the companies at all levels, than the ship management will be effective and successful because it is a part of the managing process.

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